

# STRATEGIC ORGANIZATIONAL DIAGNOSIS AND DESIGN

Developing Theory  
for Application

Second Edition

Richard M. Burton  
Børge Obel



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# Strategic Organizational Diagnosis And Design Developing Theory For Application

**Richard M. Burton, Borge Obel**



## **Strategic Organizational Diagnosis And Design Developing Theory For Application:**

**Strategic Organizational Diagnosis and Design** Richard M. Burton, Borge Obel, 2012-12-06 We will not repeat our preface discussion from the first edition Here we only add some new comments a note to the reader and user changes in the book and the Organizational Consultant OrgCon and our thanks to the many individuals who have contributed critically to this venture read and reviewed the book contributed chapters and cases and similarly used and critiqued the OrgCon For the reader there are two very contrasting approaches to reading this book and learning about organizational design The more traditional approach is to read the book and then use the OrgCon on cases and applications The second approach is to begin with the OrgCon software and only examine the book as you find it helpful Which approach is better It is your choice not ours In our experience students in organizational design prefer to start with the OrgCon and a case rather than with the book itself Readers who have more background in organization theory and design usually examine the book first We have tried to write the book so that it can serve both as a reference and an integrated presentation

**Strategic Organizational Diagnosis and Design** Richard M. Burton, Børge Obel, 1995 There are two very contrasting approaches to reading this book and learning about organizational design The more traditional approach is to read the book and then use the OrgCon on cases and applications The second approach is to begin with the OrgCon software and only examine the book as you find it helpful Which approach is better It is your choice not ours In our experience students in organizational design prefer to start with the OrgCon and a case rather than with the book itself Readers who have more background in organization theory and design usually examine the book first There are numerous changes in the third edition The literature review in each chapter has been updated The information processing approach is strengthened and applied more comprehensively as the theoretical underpinnings Throughout we have rewritten the text beyond normal editing in an attempt to make the presentation clearer and easier to read

*New Approaches to Organization Design* Dorthe Døjbak Håkonsson, Jørn Flohr Nielsen, Charles C. Snow, John Ulhøi, 2009-07-24 Organization design is a key feature of management theory and practice It addresses the challenges of constructing and maintaining effective organizations Essential to organizational design is the assumption that it can improve organizations Faced with the ever accelerating pace of technological change and the restructuring of markets many firms have been questioning their own organization This book is the third to emerge from a series of workshops on organization design featuring new empirical research and theoretical insights The chapters are organized around four central themes 1 Towards New Organizational Forms 2 Dynamics of Adaptation and Change 3 Theoretical and Practical issues 4 Fit and Performance Collectively the chapters reflect the state of the art of OD as well as provide a further step towards the evolution of this important field of research

Strategic Organizational Diagnosis and Design Richard M. Burton, Borge Obel, 2004 A unique set of complementary hands on tools for learning about and applying a deeper and practical theory for diagnosis and design This edition has been significantly updated and rewritten to make it easier to read

*Organization Design* Richard M. Burton,Bo Eriksen,Dorthe Døjbak Håkonsson,Charles C. Snow,2006-09-10 This book outlines the increasing role of organizational design in management theory and practice The chapters review the main theoretical perspectives of organization design identify important theoretical and practical issues currently facing the field and suggest ways for valuable research to be conducted in the future Coverage includes Theoretical and Practical Issues Fit Contingency and Configuration Design and Performance and The Dynamics of Adaptation and Change *Organizational Design* Richard M. Burton,Børge Obel,Dorthe Døjbak Håkonsson,2020-07-16 Now in its fourth edition this comprehensive textbook uses a multi contingency model to communicate the fundamentals of traditional and new organizational forms Written for MBA and executive MBA students as well as executive managers and consultants it provides a framework for the practical implementation of organizational design changes *Organization Design and Engineering* R. Magalhães,2014-12-09 The key aim of the volume of original papers on the theory and practice of ODE featured in *Organization Design and Engineering* is to contribute towards overcoming the academic challenges stated above A secondary aim is to launch the debate about ODE including whether or not the debate itself is warranted **Business Process Transformation** Varun Grover,M Lynne Markus,2015-05-11 Featuring contributions from prominent thinkers and researchers this volume in the *Advances in Management Information Systems* series provides a rich set of conceptual empirical and introspective studies that epitomize fundamental knowledge in the area of Business Process Transformation Processes are interpreted broadly to include operational and managerial processes within and between organizations as well as those involved in knowledge generation Transformation includes radical and incremental change its conduct management and outcome The editors and contributing authors pay close attention to the role of IS organizations and information technologies in facilitating business process transformation Each chapter places major emphasis on clearly articulating the knowledge generated both theoretical and applied The book incorporates case studies and tables throughout and provides fundamental grounding for any stakeholder of business process transformation **Entrepreneurship and Structural Change in Dynamic Territories** Luísa Cagica Carvalho,Conceição Rego,M.Raquel Lucas,M. Isabel Sánchez-Hernández,Adriana Backx Noronha,2018-05-03 Entrepreneurial ecosystems involve a complex synergy of factors including social and structural changes that are frequently cumulative within territories promoting the improvement of citizens quality of life and higher development levels Further dynamic territories are characterized by constant change activity and progress Each chapter in this volume examines a specific entrepreneurial ecosystem in an effort to describe why and how certain companies and organizations manage to overcome adversities and achieve strong performance while others fail Unlike the conventional focus the volume examines microenterprises and Small and Medium Enterprises SMEs while also discussing selected experiences and case studies from developed and developing countries alike **Advancing Organizational Theory in a Complex World** Jane Qiu,Ben Luo,Chris Jackson,Karin Sanders,2016-10-14 1 In depth

reflection on some of the major intellectual traditions in the field of organisational studies 2 Cutting edge theoretical advancement 3 Building connection and synergy between various theories 4 A wide international coverage with authors from four different continents

### **Distributed Team Collaboration in Organizations: Emerging Tools and Practices**

Milhauser, Kathy L.,2011-04-30 This book summarizes the challenges inherent in leading distributed teams and explores practices that are emerging to optimize distributed team performance Provided by publisher *Systems Engineering and management for Sustainable Development - Volume II* Andrew P. Sage,2009-09-30 Systems Engineering and Management for Sustainable Development is a component of Encyclopedia of Technology Information and Systems Management Resources in the global Encyclopedia of Life Support Systems EOLSS which is an integrated compendium of twenty one Encyclopedias This theme discusses basic principles of systems engineering and management for sustainable development including cost effectiveness assessment decision assessment tradeoffs conflict resolution and negotiation research and development policy industrial ecology and risk management strategies for sustainability The emphasis throughout will be upon the development of appropriate life cycles for processes that assist in the attainment of sustainable development and in the use of appropriate policies and systems management approaches to ensure successful application of these processes The general objectives of these chapters is to illustrate the way in which one specific issue such as the need to bring about sustainable development necessarily grows in scope such that it becomes only feasible to consider the engineering and architecting of appropriate systems when the specific issue is imbedded into a wealth of other issues The discussions provide an illustration of the many attributes and needs associated with the important task of utilizing information and knowledge enabled through systems engineering and management to engineer systems involving humans organizations and technology in the support of sustainability These two volumes are aimed at the following five major target audiences University and College students Educators Professional practitioners Research personnel and Policy analysts managers and decision makers and NGOs

*Relational Methodologies and Epistemology in Economics and Management Sciences* Biggiero, Lucio,2016-01-18 The social sciences especially economics management and organizational science are experiencing a tremendous renewed interest for their epistemological and methodological statutes as witnessed by the many books and specialized journals established during the last two decades Relational Methodologies and Epistemology in the Economics and Management Sciences identifies and presents the four main network based methodologies including network analysis Boolean network simulation modeling artificial neural network simulation modeling and agent based simulation modeling in addition to their conceptual epistemological implications and concrete applications within the social and natural sciences Featuring a critical assessment of relational methodologies and their practical applications this timely publication is ideal for use by corporate R D departments researchers theorists and graduate level students

### **Design Models for Hierarchical Organizations**

Richard M. Burton,Børge Obel,2012-12-06 Design Models for Hierarchical Organizations Computation Information and

Decentralization provides state of the art research on organizational design models and in particular on mathematical models Each chapter views the organization as an information processing entity Thus mathematical models are used to examine information flow and decision procedures which in turn form the basis for evaluating organization designs Each chapters stands alone as a contribution to organization design and the modeling approach to design Moreover the chapters fit together and that totality gives us a good understanding of where we are with this approach to organizational design issues and where we should focus our research efforts in the future

**Logistics: The Backbone for Managing Complex Organizations** Mathias Duerre,2010 *Enhancing Organizational Performance* National Research Council,Division of Behavioral and Social Sciences and Education,Commission on Behavioral and Social Sciences and Education,Committee on Techniques for the Enhancement of Human Performance,1997-05-02 Total quality management TQM reengineering the workplace of the twenty first century the 1990s have brought a sense of urgency to organizations to change or face stagnation and decline according to *Enhancing Organizational Performance* Organizations are adopting popular management techniques some scientific some faddish often without introducing them properly or adequately measuring the outcome *Enhancing Organizational Performance* reviews the most popular current approaches to organizational change total quality management reengineering and downsizing in terms of how they affect organizations and people how performance improvements can be measured and what questions remain to be answered by researchers The committee explores how theory doctrine accepted wisdom and personal experience have all served as sources for organization design Alternative organization structures such as teams specialist networks associations and virtual organizations are examined *Enhancing Organizational Performance* looks at the influence of the organization s norms values and beliefs its culture on people and their performance identifying cultural levers available to organization leaders And what is leadership The committee sorts through a wealth of research to identify behaviors and skills related to leadership effectiveness The volume examines techniques for developing these skills and suggests new competencies that will become required with globalization and other trends Mergers networks alliances coalitions organizations are increasingly turning to new intra and inter organizational structures *Enhancing Organizational Performance* discusses how organizations cooperate to maximize outcomes The committee explores the changing missions of the U S Army as a case study that has relevance to any organization Noting that a musical greeting card contains more computing power than existed in the entire world before 1950 the committee addresses the impact of new technologies on performance With examples insights and practical criteria *Enhancing Organizational Performance* clarifies the nature of organizations and the prospects for performance improvement This book will be important to corporate leaders executives and managers faculty and students in organizational performance and the social sciences business journalists researchers and interested individuals

**Managing the Aftermath of Radical Corporate Change** Eliezer Geisler,1997-09-23 The radical restructuring of organizations can have momentous effects and

not all of them are good In fact many are actually bad and may cause serious harm How management can remedy these ill effects systematically and restore stability to their traumatized organizations is the theme of Dr Geisler s compelling new book How do we clean up the mess from poorly conceived badly implemented and ultimately unsuccessful restructurings How can managers who have been caught up in these changes and who are as disrupted by them as anyone regain their own equilibrium and help the healing and reconstructive process take hold Geisler s answers to these questions are essential reading for corporate executives in all types of organizations public and private both and for academics and students Dr Geisler lists the problems associated with radical change and describes the futility of total corporate transformations in general In addition he develops a staged process by which managers can counteract the side effects of radical change programs By showing that the beneficial effects of radical corporate change are usually transient Dr Geisler s process is a key ingredient in any effort designed for the long term survival of the firm and the preservation of its strategic goals and methods Thus not only does Geisler provide a sound well reasoned criticism of corporate restructuring but he offers something that few if any other books can offer a workable means to cope constructively with the effects of its many failures

*Advances in Mergers and Acquisitions* Sydney Finkelstein, Cary L. Cooper, 2009-09-09 Helps scholars think about mergers and acquisitions in fresh ways building our knowledge base on this critical topic

**Current Topics in Management**

Robert Golembiewski, 2018-02-06 This annual series presents research on the theory and practice of management Volume 9 includes papers presented at the 2003 joint conference of the International Conference on Advances in Management ICAM and Korean Association of Public Administration This volume exemplifies ICAM s comparative orientation in its broad scope of management perspectives in its diverse locations of its research as well as its application and in its comparisons of findings methodologies and operational definitions Part 1 Organization Theory Change and Effectiveness discusses the relationship between ethical orientation and crisis management before and after the World Trade Center attacks and high success rates of organizational development and modern Hindu work ethics Part 2 Behavior and Attitudes in Organizations offers a nuanced perspective on organization s behavior academic wisdom versus practical realities in organization and regulatory focus as a determinant of occupational status Part 3 Business and Society Ethics and Values looks at crises in corporations and government due to corruption and unethical behavior Part 4 International and Cross Cultural Management looks at studies on leader power and how it is associated with subordinates conflict management strategies and propensity to leave a job in four countries the role of commitment to change as it is associated with reaction to organizational change in India and effective management of interdepartmental conflict in Greece Part 5 looks at the number of levels in multi level organizational research This volume will be of particular interest to corporate executives economists and labor studies specialists

*Handbook of Research on Multi-Agent Systems: Semantics and Dynamics of Organizational Models* Dignum, Virginia, 2009-03-31 This book provide a comprehensive view of current developments in agent organizations as a paradigm

for both the modeling of human organizations and for designing effective artificial organizations Provided by publisher

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